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Office of Security

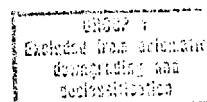
Interim Report

Submitted by:

25X1A5a1

29 May 1968

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Note

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This report is submitted in partial fulfillment of [REDACTED] Contract
XG 2996 (62-2001)68K dated 5 September 1967.

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Preface

This interim report concentrates on two (2) major courses offered by the Office of Security training staff. The courses are: Physical Security and Security Briefing.

As an interim report on the Office of Security training this report will be followed by further studies to be conducted on the "Inter Agency Training Center" scheduled to open 1 July 1968 and possible study effort regarding polygraph training.

The data cited in the report was gathered primarily from actual attendance in the course by the writer as well as interviews with the instructors and students.

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Summary of Recommendations

I. Physical Security Course

1. In the light of the great need for OS personnel and other Agency employees' needs to learn the OS regs and policies for the benefit of the Agency as a whole, it is recommended that a teaching form of the regs and policy manual be developed.

To accomplish this a project should be initiated to (1) be certain the present material in the manual is up-to-date and/or to change the material to present policy, (2) to explore and develop the optimum teaching format for this task and (3) to actually develop the teaching units.

Since Agency staff time is not available to accomplish this project it is further recommended that the training officer of the Office of Security be responsible for advising, working and cooperating with an outside contractor to develop the actual materials.

It is estimated that it would require approximately nine (9) man months of work effort (9 - 12 months elapsed time) requiring approximately \$25,000 to \$35,000 in outside costs.

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2. A case problem should be written by a staff member of the OS training group, preferably Mr. [REDACTED] who is an experienced survey man. This problem would form the basis for all students to conduct their survey on a basis where post-discussion of the problem would be meaningful.
3. The lecturer chosen for this task (Safety lessons) be given a set of unit objectives and test items which the students are expected to know at the conclusion of the course. These guide lines should be rigidly followed. This material should be developed by the present OS training staff.

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II. Security Briefing

1. The present training director of OS develop a new course plan to incorporate an expanded training cycle to allow for the teaching in detail of the security topics. This new lesson plan should be detailed to include new approaches to teaching.
2. The present OS training director reschedule the briefing program to accommodate the films throughout the learning cycle.

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3. The audio-visual group of CTR be requested to develop a film package to fit the course needs. This request should be made only after the present course has been properly restructured and film objectives have been specified.
4. Student work material be developed by the OS training group which will require the students to participate in the learning program. This is especially meaningful where case problems on security violations and similar problems are taught.

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Part I

Physical Security Course

Review

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Physical Security Course

I. Background

- a. This course is presented approximately once a year to a class of 15 to 20 personnel. These students are experienced Agency personnel with one to fifteen years experience in the Office of Security. Their ages range from the low 30's to the 40's.
- b. Purpose of the course is to train overseas assignees the basics of physical security. This is done in a four (4) week period.
- c. Objective of the course is to train the personnel in various functional tasks such as alarm systems, opening of safes, and others. In a superficial manner the course deals with the theory of these objects. Or as the official course outline states:

"The PSC is designed to provide Overseas Security Officer assignees with a basic understanding of physical security and counter-audio concepts, and sufficient practical knowledge to install, maintain, and repair security equipment of limited complexity."

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It is not, however, the intent of this course to make equipment technicians out of these students but to teach them where, when, and how to use experts available to them in the Agency.

d. Course Topics: Basically the course is divided into ten (10) topic areas. These topics are:

1. Alarm Systems
2. Safe keeping equipment and procedures
3. Classified Waste and Document Destruction
4. Security Survey
5. Safety and Fire Prevention
6. Firearms Familiarization
7. Reaction to Emergency Situations
8. Investigative Considerations of Sabotage
9. Pouch Security
10. Counter Audio Concepts and Equipment

Within the time constraints imposed by the four (4) weeks available certain topics (i.e., safe keeping equipment) were allocated large blocks of time (several days) while others (i.e., pouch security) were only allocated small time blocks (1½ hours) on the schedule. The result, of course, was that many topics presented in the course were lightly treated.

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- e. Course Review: Unlike most elementary level courses reviewed within the Agency, this course is presented only to experienced employees. Because of this the student response to the learning situation was much greater than if the group was composed of inexperienced personnel. Consequently the learning rate was high.

The over-all course was well presented and well received by the students. There were some exceptions and these are dealt with in the recommendations sections.

II. Conclusions and Recommendations

A. Office of Security Policy and Regulations Manual

1. The prime weakness of the Physical Security Course is the failure to teach the OS regs and policies. At the present time this material is "offered" to the students but they do not respond by self-teaching.
2. The regs and policy manual is a rather dry and semi-legalistic document which is outdated both in time and language which from its very design dispels any motivation for a student to read the document, let alone learn from it.
3. It is recognized by most individuals in the training group that the manual is in need of change. It is

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also understood that these individuals do not possess the time or background to successfully develop teaching units on this topic.

4. Recommendation: In the light of the great need for OS personnel and other Agency employees' needs to learn the OS regs and policies for the benefit of the Agency as a whole, it is recommended that a teaching form of the regs and policy manual be developed.

To accomplish this a project should be initiated to (1) be certain the present material in the manual is up-to-date and/or to change the material to present policy, (2) to explore and develop the optimum teaching format for this task and (3) to actually develop the teaching units.

Since Agency staff time is not available to accomplish this project it is further recommended that the training officer of the Office of Security be responsible for advising, working and cooperating with an outside contractor to develop the actual materials.

It is estimated that it would require approximately nine (9) man months of work effort (9 - 12 months elapsed time) requiring approximately \$25,000 to \$35,000 in outside costs.

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- B. Survey Problem of the Physical Security Course is another area of student difficulty. Since the survey problem was not clearly defined as to its purpose, limitations and the constraints placed on the learner, the students' responses to this major effort were distorted. As a consequence, the students all had different "facts" and variables.

Recommendation

1. A case problem should be written by a staff member of the OS training group, preferably Mr. [REDACTED] 25X1A9a who is an experienced survey man. This problem would form the basis for all students to conduct their survey on a basis where post-discussion of the problem would be meaningful.
- C. Safety lessons of the Physical Security Course were not properly presented. The result was a series of misunderstood facts resulting in considerable student confusion and poor learning. This was evidenced by extremely poor test results on this section of the course.

Recommendation:

1. The lecturer chosen for this task be given a set of unit objectives and test items which the students are expected to know at the conclusion of the course. These guide lines should be rigidly followed. This material should be developed by the present OS training staff.

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Part II

Security Briefing

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Security Briefing

I. Background

- a. The Security Briefing course is presented weekly. The enrollment will vary from a few students to as many as 30 or more. All students are new hires.
- b. Purpose of the course is to provide a security briefing to all new professional Agency employees prior to their work assignments and immediately after some job experience.
- c. Objective of the briefing is to provide these new employees with the purpose, procedure, and rationale for the Agency security program.
- d. The briefing is held in three (3) sessions. The first session covers the initial briefing in one and three-quarter hours during Wednesdays. The second on Monday is three hours long, while the final of the three sessions is held Friday morning for a similar three-hour session.

II. Course Topics

- a. In a briefing session of this type the topics are normally covered in the first day in cursory form, amplified on the second session, and reinforced through illustrations and case histories during the final session. Specifically the topics covered are as follows:

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1. First Session (1 3/4 hours)

- a. Historical Background of the Agency
- b. Rationale for Security
- c. Security Clearance Methods
- d. Need-to-know Principle
- e. Cover
- f. Personal Conduct
- g. Physical Security

2. Second Session (3 hours)

Part I

- a. What is security
- b. Why security
- c. How of security

Part II. Security Indoctrination Program

- d. Physical security
- e. Cover
- f. Outside activities
- g. Test of above

3. Third Session (3 hours)

- a. Four (4) filmed case histories to illustrate sessions one and two material.

- b. Course Review: As commented earlier the purpose of these briefing sessions is to present the fundamentals in session one, amplify in session two, and illustrate and reinforce the topics in the filmed case problems.

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The students are "tested" in the first session to all in their understanding of the materials. In session two they are given case problems via overhead projector slides to which they must orally respond with observations of the problem answers. Session three is "tested" by allowing brief discussions of each film and the discussion of any points raised by the case problems.

III. Recommendations

- a. Course: The entire program of security briefing would benefit by a restructuring into a formal "course" rather than a briefing. As such the students should be expected to "learn" the material and to pass tests. Not simply to listen to lectures.

To accomplish this will require more time, especially on the third day of the course. This would require expansion of the briefing to cover a full day on the third (final) session on Fridays.

Recommendation

1. The present training director of OS develop a new course plan to incorporate an expanded training cycle to allow for the teaching in detail of the security topics. This new lesson plan should be detailed to include new approaches to teaching.

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- b. Films: The practice of using films on the third (final) day of the present session should be changed. The films as currently used do not reap maximum benefits which would be achieved if they were integrated into the lesson. For example, if the present sessions are retained and no action taken on recommendation (a), then the three (3) hour second session and the three (3) hour third session should be blended to incorporate the filmed case history throughout the teaching cycle.

This rescheduling would place the filmed case histories immediately after the theory section is taught.

Recommendation

1. The present OS training director reschedule the briefing program to accommodate the films throughout the learning cycle.
- c. New Films: Current films are antiquated in quality, concept and length. The films were produced many years ago and suffer from poor writing and direction. Also the facts are badly mauled in the films.

The films are also far too long and complex for this type training sessions. The new films should be short concept type open-ended films approximately 5 to 10 minutes in length. With this approach a large variety of case

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problems can be produced with greater student involvement in the film portion of the learning program.

Recommendation

1. The audio-visual group of OTR be requested to develop a film package to fit the course needs. This request should be made only after the present course has been properly restructured and film objectives have been specified.
- d. Student Involvement: is a key to learning in a briefing course. To accomplish this objective the students need to become involved in the learning, not simply passive listeners.

Recommendation

1. Student work material be developed by the OS training group which will require the students to participate in the learning program. This is especially meaningful where case problems on security violations and similar problems are taught.

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